Ministry of Labour and Citizens' Services

2006/07 Annual Service Plan Report

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For more information on how to contact the British Columbia Ministry of Labour and Citizens' Services see Ministry Contact Information on pages 59-61 or contact:

Ministry of Labour and Citizens' Services
PO BOX 9440
STN PROV GOVT
VICTORIA BC
V8W 9E2

or visit our website at
http://www.gov.bc.ca/lcs/

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Message from the Minister and Accountability Statement

It is my pleasure to present the 2006/07 Annual Report for the Ministry of Labour and Citizens' Services.

Workplace health and safety was a focus of our ministry this past year, and will continue to be a priority.

Our ministry moved forward on initiatives to help protect late-night workers, including collaborating with WorkSafeBC to bring in "Grant's Law." These changes to the Occupational Health and Safety Regulation mandate better training for young workers and a mandatory pay-at-the-pump regulation that will help protect service station employees who work late at night.

We have expanded the range of family relationships eligible for job protection during compassionate care leave, recognizing the diversity of those we call family, and acknowledging the importance of caring for gravely ill loved ones.

Our ministry is also doing its part to ensure that all British Columbians receive government services that are truly citizen-centred.

Internet connectivity is a crucial component of making government information and services more accessible. Through the work of Network BC, our province has become a leader in Canada in Internet connectivity. Network BC has helped bring broadband access points-of-presence to almost all 366 communities in the province. Ninety-one per cent of British Columbians now have access to high-speed Internet in their communities, up from 82 per cent in 2001.

Network BC is now focusing on providing capacity-building opportunities for First Nations communities throughout the province.

Citizens of B.C. also continue to benefit from alternative service delivery initiatives that are helping us deliver more and better services in health care, education and government operations.

Looking forward, our ministry will play a leading role in making the government of British Columbia carbon-neutral by 2010 by reducing greenhouse gas emissions from government buildings, and by expanding the government's fleet of hybrid vehicles.

Behind each accomplishment is a hard-working Ministry team. I salute all Ministry staff for their dedication to the tasks at hand and for their determination in meeting the many challenges we face as we move forward.

The 2006/07 Ministry of Labour and Citizens' Services Annual Service Plan Report compares the actual results to the expected results identified in the ministry's 2006/07 – 2008/09 Service Plan. I am accountable for the results as reported.

Honourable Olga Ilich
Minister of Labour and Citizens' Services

June 20, 2007

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About this Report

The approach taken in the 2006/07 Annual Service Plan Report is to provide a short overview of the overall purpose, vision and mission of the Ministry of Labour and Citizens' Services. As the Ministry is comprised of two distinct organizations, the sections relating to business and performance are provided separately.

Purpose, Vision, and Mission

Overall Ministry Purpose

The Ministry of Labour and Citizens' Services comprises two distinct organizations, both with the focus of providing excellent service. Labour provides services to employees, employers, unions, and businesses in British Columbia to build a modern work environment; Citizens' Services plays a leadership role in improving how government services are delivered and information is managed to meet the needs of citizens, businesses, and the public sector.

The Ministry has a unique role in government as the provider of much of the enabling infrastructure and services that ministries need to provide effective and efficient services to citizens. Many areas of the Ministry function on a cost-recovery basis where expenditures must match recoveries, which requires them to operate in a disciplined, business-like manner.

The Ministry conducts its business in a manner that is consistent with and upholds government's values as identified in the Province of British Columbia's Strategic Plan.

The Ministry of Labour and Citizens' Services vision and mission have been restated since the publication of the 2006/07–2008/09 Service Plan. The changes more accurately reflect the Ministry's commitment to delivering services that meet the needs of the citizen and the Ministry's expertise in the full life cycle of service delivery, from planning to implementation.

Vision

British Columbia will be a leader in Canada and recognized internationally for excellence in citizen-centred service delivery and for its progressive labour climate.

Mission

The mission is two-fold:

- Labour will create an employment environment that meets the needs of workers, employers and unions, and fosters working relationships in safe and healthy workplaces.
- Citizens' Services will transform, deliver and promote public services which are cost-effective, accessible and responsive to the needs of citizens and businesses.

Labour

Highlights of the Year

In 2006/07, Labour continued to make great strides in its mandate to foster positive working relationships in safe and healthy workplaces, and to support strong provincial economic development and employment growth. Our workplace services promote dynamic work environments for employers and employees, leading to good, sustainable jobs while helping businesses compete and prosper. The Ministry is dedicated to:

- Improving workplace safety.
- Ensuring fair treatment for employees and employers.
- Encouraging a healthy and productive labour relations climate.

Labour has also focused on protecting vulnerable workers; with focus on safety, security, access to supports and information, supervision of children and youth, foreign workers, older workers and those working in key sectors.

Achievements of the past year include:

- **Grant's Law/Working Alone** — Government is constantly striving to ensure safe workplaces for all workers. In October 2006, the Minister asked WorkSafeBC to enact changes to the Occupational Health and Safety regulations that will require the mandatory prepayment for gasoline during night hours in urban areas. In addition, WorkSafeBC's work on the development of new regulations surrounding the orientation and training of new and returning workers will ensure that every new worker and returning worker is given health and safety orientation training specific to their workplace.
- **Workers' Safety** — In 2006, WorkSafeBC initiated a review of the Occupational Health and Safety regulations which address forestry operations. In June 2007, public hearings will be held for proposed amendments to the regulations relating to occupational first aid; fills, stockpiles, terrain stability and avalanche assessments; working alone or in isolation; biohazardous material; isolation procedures in confined spaces; fall protection for stunt workers; work platforms and fall protection; cranes and hoists; forestry operations; and fume hoods.
- **Compassionate Care Leave** — Amendments were made to the *Employment Standards Act* giving an employee who requests time away from his or her job up to eight weeks of unpaid leave to provide care or support to an immediate family member who is terminally ill.

- **Elimination of Workers' Compensation Appeal Tribunal Appeal backlog** — In the spring of 2006, the Workers' Compensation Appeal Tribunal succeeded in eliminating the 22,446 appeals it had inherited from the former Workers' Compensation Review Board and the Appeal Division of the Workers' Compensation Board in 2003.
- **Public Sector Bargaining** — The success achieved by public sector unions and employers in recent negotiations has helped to establish a stable labour relations environment for the province that will continue to foster economic development and growth.
- **Private Sector Bargaining** — Successful negotiations in key industries such as construction (Rav Line); transportation (BC Ferries, Coast Mountain Bus Company); health (Sodexho, Compass and Aramark); film (Union of B.C. Performers, Alliance of Canadian Cinema, Radio and Television Artists, and Canadian Film and Television Production Association); and the ports (Vancouver Container Trucks Association, Canadian Auto Workers Union), were achieved in private sector bargaining. This added to the stability of the labour market in British Columbia.

Purpose of Labour

Labour's mandate is to foster positive working relationships in safe and healthy workplaces, and to support strong provincial economic development and employment growth. This mandate flows directly from the legislation that the Ministry administers, including the *Labour Relations Code*, the *Employment Standards Act*, and the *Workers Compensation Act*. As a result of the mandate, Labour's programs and services have a direct impact on all British Columbians and their employers, as well as on other stakeholders, groups and representatives such as trade unions, employers' associations, worker and employer representatives and advocates, and schools and post-secondary institutions. Labour works with these diverse groups to provide progressive policy directions to advance overall government priorities for promoting harmonious and productive labour relations and labour stability in the province and support the Great Goal of creating more jobs per capita than anywhere else in Canada.

Labour's core programs focus on workplace safety, the development, implementation and enforcement of employment standards and labour relations rules.

Workers' Compensation Policy and Advisory Services

The Ministry is responsible for the *Workers Compensation Act*, which provides a framework for promoting safe and healthy workplaces and sets out the workers' compensation system for British Columbia. WorkSafeBC (formerly known as the Workers' Compensation Board) is an independent agency that administers the *Workers Compensation Act* and its Occupational Health and Safety Regulations. Within the Ministry, the Workers' Advisers Office and the Employers' Advisers Office provide advisory services and support to the worker and employer communities. The Workers' Compensation Appeal Tribunal, an independent agency of the Government of British Columbia, is the final appeal body within the workers' compensation system, and is also part of this business area.

Employment Standards

Employment Standards activities aim to increase compliance with the *Employment Standards Act*. Employment Standards initiatives are targeted specifically to sectors of British Columbia's economy where vulnerable workers are concentrated, including farm labourers and others who are in part-time, temporary or seasonal work and who are earning at or near the minimum wage. Targeted education and enforcement activities for these sectors are aimed at enhancing the prevention component of the Employment Standards Branch's operations.

Industrial Relations

The Ministry oversees the fair administration of B.C.'s industrial relations to promote a healthy labour relations environment. The Labour Relations Board, an independent quasi-judicial tribunal, continues to enhance procedures to handle the disposition of complaints in an efficient and timely manner and provides collective bargaining mediation services to assist in the resolution of disputes and to proactively improve labour management relationships. The Employment Standards Tribunal, also an independent quasi-judicial tribunal, with a mandate to conduct appeals of determinations, is also part of this business area.

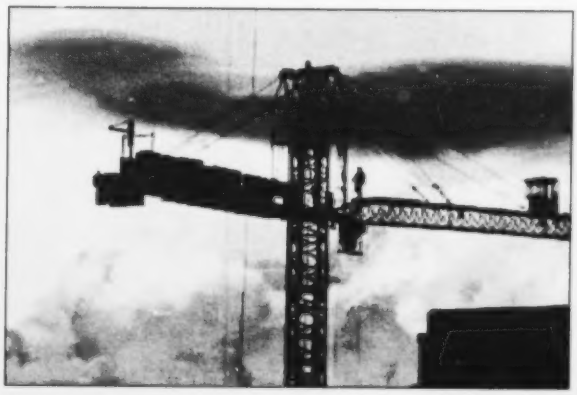
Strategic Context

British Columbia's economy is performing at an exceptional level. Growth in GDP for 2006 is estimated to have been 3.6 per cent. Strong consumer spending and investment helped make British Columbia's economic growth rate the second highest among provinces in 2006, behind only Alberta. B.C.'s economic growth was accompanied by a marked drop in the unemployment rate and strong personal income growth. We have the lowest unemployment rate (4.8 per cent) and the lowest youth unemployment rate (8.2 per cent) in 30 years.

Labour is committed in its effort to assist the Provincial Government in achieving its vision for British Columbia of being a prosperous and just province, whose citizens achieve their potential and have confidence in the future.

As Labour's programs affect all working people in British Columbia, Labour faces an environment that can be characterized as having both opportunities and challenges.

Opportunities



- A positive and stable labour relations environment, conducive to negotiated settlements and more collaborative working relationships within the province.
- A legislative framework encompassing the *Workers Compensation Act*, the *Employment Standards Act*, and the *Labour Relations Code* based on the premise that one size does not fit all in a modern and changing work environment, and on providing the foundation for an expanded and diversified economy.
- High levels of compliance with employment standards legislation[1] achieved through a strong emphasis on public education and awareness, and focusing enforcement efforts to provide protection to those vulnerable workers who need it most.
- Labour's continued commitment in supporting and developing its staff to ensure a skilled, motivated and client-focused workforce.

[1] A list of legislation administered by the Ministry is found in the Appendix.

Challenges

- Strong employment growth put pressure on the labour market and increased demand for skilled workers, which posed a risk of contributing to labour relations pressures.
- Ramifications from past fatalities and serious injuries in the forest industry, along with strong employment growth in both high-hazard sectors such as construction and mining and among less experienced workers who are at greater risk of workplace injury, all necessitated a continued emphasis on injury prevention and occupational health and safety initiatives through WorkSafeBC.
- Provincial, national and global economic climates affecting the stability of some workplaces in the province, necessitated Ministry efforts to establish a stable employment environment that allowed employers and workers to manage external forces and balance internal pressures.

Goals, objectives, strategies and performance measures with defined deliverables were developed in the 2006/07 – 2008/09 Service Plan and implemented over the past year to capitalize on the opportunities and mitigate the risks. The results are described more completely in the Report on Performance section of this document.

Report on Performance

Performance Plan Summary Table

Goal 1: Laws, regulations and processes that promote productive and mutually beneficial relationships, awareness and satisfaction, and that enable compliance. For greater detail see pages 16 to 19	**2006/07 Target**	**2006/07 Actual**
1.1 Increased client and stakeholder awareness and satisfaction through enhanced prevention and early intervention functions as well as enhanced service orientation.		
Percentage of employers whose employment practices resulted in no complaints being registered with the Employment Standards Branch.	96.5 – 98.5%	97.2% ACHIEVED
Person-days lost due to strike/lockout activity in British Columbia relative to Canada as a whole (Three-year moving average, 2004 – 2006).	0.95 – 1.05	0.80 EXCEEDED
Percentage of respondents satisfied or very satisfied with:		
• Employers' Advisers Office services.	90%	89% SUBSTANTIVELY ACHIEVED
• Workers' Advisers Office services.	>73%	80% EXCEEDED

Goal 2: Timely and accurate case management and adjudication. For greater detail see pages 19 to 22	**2006/07 Target**	**2006/07 Actual**
2.1 Improve the quality, consistency and timeliness of determinations issued by the Employment Standards Branch.		
Percentage of Employment Standards Branch determinations overturned by the Employment Standards Tribunal.	<11%	2% EXCEEDED
2.2 Ensure timely decisions by administrative tribunals.		
Cases disposed of within prescribed timelines.		
• Employment Standards Branch	>82%	84.7% EXCEEDED
• Employment Standards Tribunal	>73%	80% EXCEEDED
• Workers' Compensation Appeal Tribunal	100%	100% ACHIEVED
• Labour Relations Board	< 37	21 ACHIEVED

Goal 3: Innovative dispute resolution processes. For greater detail see pages 23 to 24	2006/07 Target	2006/07 Actual
3.1 Effective and mutually beneficial alternatives to traditional adjudication and dispute resolution through self-help, mediation and alternative dispute resolution.		
Proportion of Employment Standards Branch cases closed prior to adjudication.	>78%	85% EXCEEDED
Percentage of mediation applications settled.	>74%	80% EXCEEDED

Goals, Objectives, Strategies and Performance Measures

Goal 1: Laws, regulations and processes that promote productive and mutually beneficial relationships, awareness and satisfaction, and that enable compliance

The Ministry is responsible for three major statutes that have a direct impact on the working lives of all British Columbians: the *Employment Standards Act*; the *Labour Relations Code*; and the *Workers Compensation Act*. As part of this responsibility, the Ministry is responsible for the regulatory framework within the employment standards and labour relations areas, and for administration, education and awareness, enforcement and adjudication. Three independent tribunals — the Labour Relations Board, the Employment Standards Tribunal, and the Workers' Compensation Appeals Tribunal — also fall within the Ministry's overall responsibility in the administration and enforcement of these statutes.

The premise of this goal is that prevention, early intervention and a service orientation in all of the Ministry's business areas are critical to the achievement of a labour and employment environment that is characterized by productive and mutually beneficial relationships and compliance.

Objective 1.1: Increased client and stakeholder awareness and satisfaction through enhanced prevention and early intervention functions as well as enhanced service orientation

Strategies

To meet the objective, five strategies were implemented, and the following achievements were attained.

- The Ministry continued its ongoing dialogue with stakeholders in the labour community so that critical labour relations issues were addressed in a timely, effective and mutually beneficial manner.
- Significant expansion and new innovative measures were implemented that provided comprehensive information on employment standards, dispute resolution and Employment Standards services resulting in greater public awareness and accessibility. For example, translations of Employment Standards Fact Sheets in Chinese, French, Hindi, Filipino, Punjabi and Spanish were incorporated on the Ministry website, and plans are being implemented to have the Employment Standards Guide translated into additional languages. In addition, initiatives are underway in conjunction with the Business Registry program, under the Ministry of Finance, where all new employers who register will receive initial information on employment standards, and in other areas employment standards information is being incorporated as part of the renewal process for business licenses.
- The Ministry continued to work with industry and labour communities on educational and compliance initiatives, resulting in increased awareness of rights and responsibilities. As an example, joint educational seminars hosted by the Workers' Advisers Offices, Employers' Advisers Offices and the Employment Standards Branch provided the public with critical information regarding their rights and responsibilities in a "one-stop shopping" format.
- The Ministry developed new initiatives and continued with existing initiatives aimed at maintaining and improving accessibility of Labour Relations Board services to all parties.
- The Workers' Advisers Office and Employers' Advisers Office continued with initiatives developed to provide direct workers' compensation assistance, guidance and service to workers and employers, with focus on improved efficiency and responsiveness of the workers' compensation appeal system. Examples of this initiative include education seminars hosted by both Workers' Advisers Offices and Employers' Advisers Offices on a variety of subjects related to occupational health and safety; including injury prevention, claims management, assessments, and appeals.
- The Ministry developed new initiatives and continued with existing initiatives to ensure workplace health and safety in British Columbia's forest sector resulting in the current review of forestry safety practices and regulations. The Forest Safety Council has initiated and implemented numerous programs to improve safety in the forest sector including the New Faller Training Program, SAFE Company program, and the Forest Safety Ombudsman issued his first report.

Performance Results

Performance Measure	Baseline (2004/05)	2006/07 Target	2006/07 Actual
Percentage of employers whose employment practices resulted in no complaints being registered with the Employment Standards Branch.	97.7%	96.5 – 98.5%	97.2% ACHIEVED

Data Source: Employment Standards Branch case management system and BC STATS.

Discussion of Results

This performance measure is an indicator of the level of compliance among British Columbia employers with the *Employment Standards Act*.

The measure was derived from two sources: Ministry data which shows the number of employers who are the subject of one or more employment standards complaints over the course of a fiscal year; and BC STATS data on the total number of business establishments with employees over the same period. The expectation is that the percentage of employers whose practices do not result in complaints being registered with the Branch will continue at their current very high levels, which will allow the Branch to continue its focus on compliance initiatives and activities in those sectors of the economy where vulnerable workers are most likely to be employed.

Performance Measure	Baseline (2004/05)	2006/07 Target	2006/07 Actual
Person-days lost due to strike/lockout activity in British Columbia relative to Canada as a whole (Three-year moving average, 2004-2006).	0.96	0.95 – 1.05	0.80 EXCEEDED

Data Source: Statistics Canada, Labour Force Survey.

Discussion of Results

This performance measure is an indicator of the relative degree of labour peace and stability in British Columbia compared to Canada as a whole. The measure shows the number of person-days lost due to strikes and lockouts as a proportion of the British Columbia labour force, and compares this with the number of person-days lost across the entire country as a proportion of the Canadian labour force. A score of 1.0 suggests that the degree of labour stability in British Columbia is on par with Canada as a whole, with a score of less than 1.0 indicating relative labour stability (fewer days lost per capita) compared with the rest of Canada and a score of greater than 1.0 indicating relative labour instability.

Performance Measures	Baseline (2004/05)	2006/07 Target	2006/07 Actual
Percentage of respondents satisfied or very satisfied with:			
• Employers' Advisers Office services.	90%	90%	89% [1] Substantively Achieved
• Workers' Advisers Office services.	73%	>73%	80% [2] Exceeded

Data Source:

[1] Client satisfaction survey conducted by BC STATS, Service BC, Ministry of Labour and Citizens' Services.

[2] Client satisfaction survey conducted by Wayne Penney & Associates.

Discussion of Results

This performance measure is an indicator of how satisfied clients are with the services provided by the Employers' Advisers Office and the Workers' Advisers Office. The measure is based on client satisfaction ratings from two surveys administered by third-party consultants.

Of particular note this year was the number of clients who were very satisfied with the quality of service they received from the Workers' Advisers Office staff. Ratings on separate questions related to staff courtesy, knowledge, professionalism, respect and helpfulness were all in the range of 15 per cent higher than the ratings reported in the previous survey.

Goal 2: Timely and accurate case management and adjudication

The Employment Standards Branch and the Ministry's three administrative tribunals all have an important role to play in supporting government's commitment to enhance the efficiency and effectiveness of the delivery of public services.

Specifically, these areas are involved in managing complaints and issues that have been brought before them. And in all cases, timely and accurate disposition of those complaints or issues is an essential component of a fair and balanced system of labour and employment laws that is readily accessible to all stakeholders including vulnerable workers and small business.

Objective 2.1: Improve the quality, consistency and timeliness of determinations issued by the Employment Standards Branch

Objective 2.2: Ensure timely decisions by administrative tribunals (Labour Relations Board, Employment Standards Tribunal, Workers' Compensation Appeal Tribunal)

Strategies

To meet these two objectives, key strategies were implemented in all program areas, and the following achievements were attained.

Employment Standards Branch

- Improved efficiency and effectiveness of the Employment Standards Branch decision-making process was increased through advanced training for officers, clear policy direction and the sharing of best practices.
- An upgraded Employment Standards Branch case management system was implemented that provides better case management tracking and workload management relative to timeline and efficiency targets. The upgrade greatly enhanced the case tracking capability of the system, which had a direct impact on the improved timeliness in employment standards decisions resulting in the achievement of over 82 per cent of cases disposed of within prescribed timelines.

Employment Standards Tribunal

- The Tribunal continued with initiatives that focused on improving the efficiency and responsiveness of the appeal system, and systems were implemented to track productivity and adherence to timeliness targets resulting in target performance goals being exceeded.
- In 2006/07, 80 per cent of the appeals were decided within 90 days of the Employment Standards Tribunal receiving the appeal.
- The Tribunal continued to provide appeal process information to the parties resulting in increased public education and awareness levels.
- The Tribunal continued to engage in full board meetings and training sessions for members which resulted in timely, consistent and quality decisions.

Workers' Compensation Appeals Tribunal

- Systems were implemented to track productivity and adherence to legislated timelines resulting in the performance goals being exceeded.
- Initiatives focused on improving the efficiency and responsiveness of the appeal system were continued.
- In 2006/07, Workers' Compensation Appeal Tribunal received 5,705 new appeals and applications and completed 4,391 merit decisions. A further 1,683 appeals and applications were withdrawn or disposed of through summary decisions. The 180-day statutory time frame was applicable to these appeals.

Labour Relations Board

- Systems were implemented to track productivity and adherence to timeliness targets for decisions. By lowering the number of backlog cases, the Labour Relations Boards issued more decisions in a timely manner and therefore was more responsive to the needs of the labour relations community. More timely decisions resulted in a more stable labour relations environment.

Performance Results

Performance Measure	Baseline (2004/05)	2006/07 Target	2006/07 Actual
Percentage of Employment Standards Branch determinations overturned by the Employment Standards Tribunal.	11%	<11%	2% EXCEEDED

Data Source: ESB Case Management System and Employment Standards Tribunal Website.

Discussion of Results

This performance measure is an indicator of the number of determinations overturned by the Employment Standards Tribunal. The Employment Standards Tribunal can cancel decisions issued by the Employment Standards Branch in cases involving an error in the application of law or, in some instances, where new information became available after the Employment Standards Branch's original proceeding.

The measure is calculated by dividing the number of Employment Standards Branch decisions that have been cancelled by the Tribunal by the total number of decisions that have been issued. The expectation is that the percentage of cancellations will decline in future years through continuing improvements in Employment Standards Branch decision-making and through regulation and operational policy changes that will ensure alignment between operational policies and procedures, and the *Employment Standards Act* and Regulations.

Performance Measures	Baseline (2005/06)	2006/07 Target	2006/07 Actual
Cases disposed of within prescribed timelines:			
• Employment Standards Branch.	82% within 180 days	>82%	84.7%[1] EXCEEDED
• Employment Standards Tribunal.	73% within 90 days	>73%	80%[2] EXCEEDED
• Workers' Compensation Appeals Tribunal.	100% within 180 days[3]	100%	100% ACHIEVED
• Labour Relations Board.	37 backlog cases	< 37	21 EXCEEDED

Data Source:

[1] Employment Standards Branch case management system.

[2] Preliminary data as the Tribunal's annual report is not yet complete. Final data will be available in June 2007.

[3] Under section 253 of the *Workers' Compensation Act*, the chair may extend the 180-day time frame due to the complexity of the proceedings or matter, or in response to the parties' request for delay.

Discussion of Results

Employment Standards Branch

This performance measure is based upon case management statistics provided by the Employment Standards Branch, and is calculated by dividing the number of cases where a final decision has been issued within 180 days by the total number of cases.

Employment Standards Tribunal

This performance measure is an indicator of the percentage of cases decided by the Employment Standards Tribunal within 90 days of the date of appeal.

Workers' Compensation Appeals Tribunal

This performance measure is an indicator of the number of cases disposed of within a 180-day period. Under section 253 of the *Workers Compensation Act*, the chair may extend the 180-day time frame due to the complexity of the proceedings or matter, or in response to the parties' request for delay.

Labour Relations Board

This performance measure is an indicator of the number of backlogged cases. In general, a case is seen as a part of the backlog if it has been assigned from more than 90 days and no hearing will be held, or where a hearing has been completed and more than 45 days have passed without a decision being rendered. A case may be comprised of more than one "application" or "complaint."

Goal 3: Innovative dispute resolution processes

This goal supports the Ministry's overall emphasis on fairness, balance and promoting mutually beneficial relationships by seeking out alternatives to traditional adjudication and dispute resolution, where appropriate.

The premise of this goal is that making use of every available means of resolving complaints or disputes before they escalate into either complex litigation, strikes or lockouts best serves the interests of the parties. Specifically, early intervention and the use of alternative dispute resolution support timely, effective and fair resolution of complaints and disputes, and thus enable and encourage compliance.

Objective 3.1: Effective and mutually beneficial alternatives to traditional adjudication and dispute resolution through self-help, mediation and alternative dispute resolution

Strategies

To meet the objective, four strategies were implemented and the following achievements were attained.

- Sector-specific initiatives were undertaken by the Employment Standards Branch to foster mutual co-operation between government, industry and employees, particularly as they related to vulnerable workers resulting in greater education and compliance as a direct result of these initiatives.
- Expanded education and pro-active measures facilitated and promoted awareness and compliance with the *Employment Standards Act* and Regulations. In addition, the use of early intervention and alternative dispute resolution processes were promoted in support of the complaint resolution model for employment standards (self-help materials and mediation prior to adjudication) resulting in greater compliance with the *Employment Standards Act* and fewer employment standards complaints.
- The Labour Relations Board expanded its conflict resolution programs to assist parties in developing positive workplace relationships. The use of collective bargaining mediation was promoted and the resulting collective agreement settlements avoided costly work stoppages.
- The use of early intervention and early dispute resolution processes in the workers' compensation system (including self-help materials and merit assessments) were promoted resulting in the resolution of workers' compensation disputes.

Performance Results

Performance Measure	Baseline (2004/05)	2006/07 Target	2006/07 Actual
Proportion of Employment Standards Branch cases closed prior to adjudication.	78%	>78%	85% EXCEEDED

Data Source: Employment Standards Branch case management system.

Discussion of Results

This performance measure demonstrates the extent to which early intervention and alternative dispute resolution have been used to resolve complaints without having to resort to formal adjudication. The measure is based upon Employment Standards Branch operational statistics, and is derived by dividing the number of cases resolved at intake, assessment, education, mediation, or preliminary investigation stages by the total number of cases received.

Performance Measure	Baseline (2004/05)	2006/07 Target	2006/07 Actual
Percentage of mediation applications settled.	74%	>74%	80% EXCEEDED

Data Source: Applications made under Sections 55 and 74: if a mediator has reported out of a dispute at the request of one or more parties, the case is given a final disposition at that time. A settlement may be reached at a later date but the case is not included in the percentage of applications settled. Therefore, the number of actual settlements is much higher than the reported figure.

Discussion of Results

This performance measure demonstrates the extent to which mediation appointments made by the Labour Relations Board have resulted in settlements without the parties engaging in strike or lockout activity. The measure is calculated by dividing the number of mediator appointments that were made under the *Labour Relations Code* and that resulted in settlements without a strike or lockout by the total number of mediator appointments.

Goal 4: A corporate culture that supports a client-focused, results-oriented, innovative and knowledgeable team

The Ministry's labour goals and objectives require a cohesive corporate culture that supports a client-focused, results-oriented, innovative and knowledgeable team.

Objective 4.1: The Ministry's culture and leadership provide the foundation for high performance

Strategies

To meet the objective, three key strategies were implemented and the following achievements were attained.

- A clear and shared understanding of direction and accountabilities was established through employee performance planning which provided leadership and employees with the knowledge needed to set the foundation for high performance.
- Training and development initiatives were continued to ensure that staff have the knowledge, skills and abilities to deliver Ministry goals, enabling employees to be their best and perform at a high level.
- Continued implementation of the Human Resource Plan and its critical elements (work and wellness; professional development; workforce planning and recognition) directly resulted in increased levels of employee satisfaction due to the flexibility and developmental opportunities these initiatives presented. Of significance was a government-wide research study conducted by BC STATS focused on measuring and modeling employee engagement in the public service. Through this research, employee engagement is reported as an index score — not a percentage — that is generated from the following three drivers: commitment to the public service, job satisfaction and organizational satisfaction. Across government, the engagement scores for 2006 varied widely from 51 to 72. Labour's engagement score of 62 points is higher than the average score of 58 points for government as a whole.

Citizens' Services

Highlights of the Year

This year, Citizens' Services continued to demonstrate its expertise in business transformation and made significant contributions to the achievement of government's Five Great Goals. In its mandated role to lead the transformation of service delivery across government, projects were undertaken to:

- Drive service excellence and integrate services and infrastructure across government;
- Facilitate and encourage transparency and accountability to the taxpayers of British Columbia;
- Support government by providing seamless delivery of infrastructure and expertise; and
- Build organizational capacity and play a leadership role in a vibrant, innovative public service.

Achievements include:

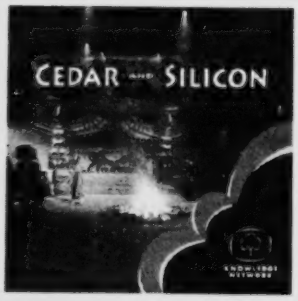
- Government is committed to improving citizens' experience when interacting with government. Work is complete on developing a prototype "Welcoming Office" design and Citizens' Services, in collaboration with other ministries, is preparing to implement the concept in several office locations across the province next year. Common design features include access to online services, multiple payment options and accessible parking. Local elements such as artwork and materials reflective of the community will highlight the cultural richness and diversity of the province. Further, non-toxic materials and products which require less energy will be used wherever possible.

View from Reception Desk

- Citizens' Services continues to uphold the principle of sustainable environmental management and is planning to establish a Green Centre of Excellence where innovative ideas to reduce government's carbon footprint can be explored. In 2006/07, as part of ongoing fleet renewal, Purchasing Services Branch supported ministries in ordering 320 hybrid vehicles for delivery in the 2007 model year. This will bring the total number of hybrids in the provincial fleet to 459 — thought to be the biggest hybrid fleet in Canada. Purchasing Services developed a tool to assess environmental impacts of supplier tenders to government. Accommodation and Real Estate Services' environmental management system was granted re-registration to the ISO 14001 Standard, and investment in energy efficiency retrofits for older buildings in government's real estate portfolio is planned.

Committing to a New Relationship with First Nations

Citizens' Services worked with several partners to produce Cedar and Silicon, *a documentary highlighting the positive impacts that computer technology has had on four of B.C.'s 203 First Nations. Telecommunications and the Internet are enhancing education, health care, governance, and the preservation of language and culture — bringing transformative change to individual lives and entire communities.*



- B.C. continued to lead Canada in high speed Internet access. And, unlike the experience in other provinces, B.C.'s partnerships with private industry and community groups have enabled increased connectivity without requiring the investment of new money. To date, 357 of 366 communities[2] have access to a broadband connection. As a result of access to this broadband connection, last mile[3] service providers are now offering Internet service to homes and businesses in 295 communities where it otherwise would not have been possible. This means that high-speed connectivity is now available to homes and businesses in communities representing 91 per cent of British Columbians.
- Citizens' Services continued to enhance its existing infrastructure with functional and technical upgrades to such critical shared services functions as: the stable and secure financial system of government run by Corporate Accounting Services, which processed $32 billion in payments in 2006/07; the Provincial Human Resource Management System, which processes over 750,000 payroll payments each year; and BC Bid, which provides electronic access to competitive tendering opportunities from up to 440 public sector organizations in the province. On any given day, there are between 350–450 tender opportunities available from approximately 100 different organizations. Thorough and timely communications with the customers of these systems ensured that business was not interrupted, and the impact associated with these upgrades was minimized.
- Shared Services BC completed a workstation refresh project for over 30,000 government and broader public sector employees — two months ahead of schedule. This represents the largest public sector workstation refresh ever successfully completed in Canada.

[2] In 2002, the Premier's Technology Council defined a community as anywhere in British Columbia with a place name and either a public school, a library or a healthcare facility.

[3] Last mile refers to ground that the local provider will cover between the high-speed connection at the door to the community and the citizens' homes and businesses.

- This last year, Citizens' Services also faced some external challenges to business continuity. Nature dealt a heavy blow with wind and snow storms in November, the Internet brought an ever-increasing number of viruses to government's doorstep, and daylight saving time came earlier than in previous years. The work of government continued without interruption, which underscores the skill and commitment of Citizens' Services staff to ensure the technical infrastructure of government is available to those who need it.

Shared Services Means Agile Government

By consolidating internal services into a single organization, Citizens' Services is well-positioned to play a leadership role on such critical initiatives as climate change. As the Shared Services providers for government buildings and vehicles — two significant contributors to government's greenhouse gas emissions — Citizens' Services can assist client ministries to take measures toward the goal of carbon neutrality by 2010. For example, all cars purchased for government use will now be hybrids. When a service is consolidated, rather than dispersed in individual organizations, it is much easier to implement government-wide changes.

- Over the last year, Accommodation and Real Estate Services was reintegrated into government as a shared service. In addition to the extensive work required to transition into the Ministry, the organization is undergoing a business process transformation, which combines business process improvements with the implementation of a leading-edge information system to integrate accommodation planning, real estate portfolio and leasing transaction management, and project management. This will enable better service, increase internal efficiencies, and enhance information management.
- Accountability and transparency continue to be a focus of Citizens' Services, and the Alternative Service Delivery Contract Transparency Policy implemented in 2006/07 establishes information disclosure and public reporting guidelines for current and future large-scale technology contracts. Ministries must report regularly on the performance of their respective contracts, and this information is made available on a publicly-accessible website. This policy positions the B.C. government as the most transparent in the country when in comes to outsourcing contracts.

Purpose of Citizens' Services

Citizens' Services is mandated to lead the transformation of service delivery and continuously improve the way services are delivered to the public, ministries, and the broader public sector. Most often, making services more accessible, easier to deal with and more responsive to those who need them requires co-ordination across ministries and agencies. This is an area of expertise for Citizens' Services, and the Ministry takes a leadership role in a large number of government's initiatives where success is contingent on building relationships and partnering effectively across organizational boundaries.

Service Delivery to Citizens and Businesses

Service BC is the government's chief provider of front-line services to the public. When citizens, businesses or visitors are looking for information and services for programs offered by ministries, agencies or other governments, they often begin by contacting Service BC. Obtaining driver licensing, completing land title transactions, registry searches, and submitting Medical Services Plan applications and payments are but a few examples of the type of services citizens can find through Service BC. Customers can connect in person by contacting Service BC Centres at 59 locations around the province, by phone using the Service BC Contact Centre, or online through government's primary web presence "gov.bc.ca" where they can connect with services such as BC OnLine. By using one or a combination of these "channels", they can access programs, services and information in ways that suit their personal and business needs. Service BC — BC STATS also conducts surveys and provides statistical information and analysis for government departments. Through this work, BC STATS plays a key role in government's ability to measure performance and plan service improvements.

Shared Services BC

Shared Services BC is the internal shared services provider for government and other public sector customers. For a government to function, it needs basic tools such as facilities, furniture, computers, phones, printers, e-mail, and paper. As well, employees must be paid, invoices and purchase orders processed, mail processed and distributed, documents and office products obtained and distributed. All of this has to be enabled by a robust, secure technology infrastructure. These critical tools and services, and the expertise to support them, are provided by Shared Services BC. Whether providing a common information system for emergency response, or promoting the availability of services at convenient times and in convenient

locations, government is committed to delivering common, integrated systems and services. By sharing infrastructure and information systems, government can generate financial benefit, manage investments, and provide better services to the citizens of B.C. In addition, the shared services model allows ministries to concentrate more of their effort on the core functions related to their business.

Service Transformation

The goals of government cut across ministries and cannot be achieved by single organizations working in isolation, yet this was, for many years, the approach government took to delivering its services. Over the last decade, there has been a shift toward increasing co-operation and collaboration. Citizens' Services is at the forefront of this service transformation and provides expertise to ministries and the broader public sector in a number of areas.

Avoiding the Landfill

Asset Investment Recovery Branch (AIR) within Citizens' Services is best known to the public for its BC Auction website, through which surplus assets from multiple levels of government are sold. Visitors to the website have access to an amazing variety of items — from desks and chairs to motorcycles, jewellery, vehicles, water craft, and industrial equipment. Government employees know that AIR redistributes assets within government, helping public bodies avoid the cost of buying new equipment. However, few people know that, when items cannot be redistributed or sold, AIR breaks them down into component parts that can be recycled or, when this is not possible, disposed of in an environmentally sensitive manner. This year alone, it is estimated that AIR recycled 3,600 tons, preventing this material from ending up in landfills.

- Citizens' Services leads government's Citizen-Centred Service Delivery Initiative to ensure government services are designed and delivered according to the needs of citizens and businesses. In order to accomplish this, the Ministry works with other ministries and levels of government to improve continuously: the quality of the service experience citizens have when interacting with government; access to services; and the efficient provision of government services. Recognizing that people are the most important part of service delivery, ensuring that staff have the skills, tools and training they need to provide excellent service is also a priority.
- Network BC works with B.C. communities and the private sector to: provide high-speed access to unserved rural and remote communities; leverage existing and new alliances with the federal government and First Nations; and aggregate spending on public sector telecommunications to achieve benefits and cost savings for citizens and businesses.
- Citizens' Services plays an important role in maintaining an open, competitive environment where procurement for goods and services follows sound business principles and practices. The Ministry supports government in developing long-term, innovative partnerships with the private sector. This helps government build capacity and specific expertise, as well as drive efficiency and service improvement.

Governance

The Office of the Chief Information Officer for British Columbia provides corporate leadership and strategic direction to ensure that information and technology is managed and used efficiently for better service delivery. The Office of the Chief Information Officer:

- collaborates with ministries, broader public sector organizations and private sector suppliers to develop information management and information technology strategies, policies and standards;
- identifies and leads cross government initiatives to improve service delivery and outcomes for citizens;
- reviews proposals for government's technology investments to ensure alignment with corporate goals;
- promotes and guides government's management of information as a strategic business asset; and
- administers the legislation related to the protection of personal information, the security of government's information and applications, and the transparency of government through access to government records.[4]

[4] A list of the legislation administered by the Ministry is found in the Appendix.

Strategic Context

Citizens' Services operates in an environment where citizens expect government to improve service quality, increase efficiency, and achieve greater transparency and accountability.

As Citizens' Services pursued government's Five Great Goals and the Pacific Leadership Agenda in 2006/07, it faced an environment characterized by ongoing opportunities and challenges.

Opportunities

- Increase accessibility for citizens, businesses and the public sector to government services over a variety of channels.
- Institute the necessary governance, standards and service delivery models to support ministries to integrate government services in a way that allows citizens to access whatever they need from government, from wherever they live and by whatever channel they choose.
- Continue to lead innovative public sector service delivery by developing integrated, cost-effective shared services.
- Ensure a modern, efficient, and flexible provincial information and technology infrastructure.
- Support ministries in the strategic use of technology to improve the timeliness, consistency, responsiveness, reliability, and cost-effectiveness of their programs and services.
- Continue to realize the $550 million in financial benefits expected from the first nine large-scale alternative service delivery initiatives.
- Identify new business areas across government with potential to deliver better services, reduce costs, increase revenues and/or transfer risk to private sector partners.
- Expand existing contracts to the broader public sector to achieve lower per-unit costs across government.
- Expand further the provision of shared services into the broader public sector through new and continued marketing and awareness activities. Expanding the customer base and service offerings is an important strategy to increase economies of scale, and provides greater value to all customers.
- Continue to shift the role of Citizens' Services from provider of commodities to partner in developing and supplying integrated business solutions.
- Develop and promote innovative solutions for high performance environmental standards in response to government's commitment to environmental sustainability.
- Capitalize on Citizens' Services core strengths in innovation to support the skill and capacity challenges facing government as a result of demographic shifts.

Challenges

- Successful integrated service delivery and information sharing to improve outcomes for citizens depends in part on public confidence in government's ability to manage information security. The ability to identify and authenticate customers who wish to access services is critical. Service delivery channels and infrastructure must be secure and privacy must be maintained.
- Integrated service delivery to citizens also depends on citizens having broadband Internet access in their community.
- Achieving service integration and citizen-centred service delivery is complex. It requires an understanding of the needs of citizens so that government services can be co-ordinated and delivered in such a way that seniors, persons with disabilities or families with children can easily access the information and services they require. It also requires skills to collaborate with multiple stakeholders to understand and manage their expectations, priorities and interdependencies. This work takes place in an environment enabled by rapidly evolving technology.
- Being a leader in innovative service delivery carries the inherent risks associated with being the first to do things in a new way. Maintaining leadership also requires investment and the ability to attract and retain a talented and appropriately skilled workforce in very competitive labour market conditions.
- Working with Ministry clients and customers to develop creative shared solutions to enhance service delivery in the context of shifting demographics.
- To provide cost-effective, timely solutions in the face of upward pressure on the cost of service delivery.
- Business continuity planning requires government-wide collaboration and co-ordination to ensure services to citizens are maintained during adverse conditions or emergencies. For example, weather conditions in winter 2006/07 increased the risk of flooding when substantial snow packs accumulated over large portions of the province, posing a unique challenge for ministries to access government-wide information and services.

Report on Performance

Performance Plan Summary Table

Goal 1: Positive service experiences for customers and clients. For greater detail see pages 35 to 39	2006/07 Target	2006/07 Actual
1.1 Increased customer and client satisfaction with: service availability; service usability; and service delivery.		
Rate of customer (end-user) satisfaction.		
• Service BC (public).	> or = 96%	96% ACHIEVED
• Shared Services BC (public sector staff) (index).	Improve over baseline (66%)	68% ACHIEVED
Average client satisfaction with Shared Services.	Maintain or increase satisfaction rating	Data not available[1]

[1] Survey results were not statistically significant.

Goal 2: Demonstrated leadership in transforming public sector service delivery to add value and be cost-effective. For greater detail see pages 40 to 45	2006/07 Target	2006/07 Actual
2.1 Predictable and transparent shared services costs.		
2.2 Value for money maximized.		
2.3 Innovations and process improvements to support government-wide co-ordination and efficiency in the delivery of services.		
Average per minute cost for service delivery (Service BC).	< or = 2% increase over $1.63 (base) (restated)	$1.67 NOT ACHIEVED
IT investment in end-user productivity compared to industry's most effective and efficient IT service delivery organizations.	Increase: closer to world class (baseline: 77% of world class)	79% ACHIEVED
Payroll costs per employee paid per year.	18% cost reduction over base	21% EXCEEDED
Central procurement operational costs as a percentage of value of total goods and services purchased.	< or = 1% (restated)	0.75% ACHIEVED

Goal 3: A robust technology infrastructure providing for secure information management and the emerging needs of customers and clients. For greater detail see pages 46 to 51	2006/07 Target	2006/07 Actual
3.1 Ensure secure information to build and maintain public confidence. **3.2 Strengthen information and technology infrastructure processes and practices across government.**		
Percentage of communities with access to broadband facilities.	100% (366 of 366 communities)	97.5% SUBSTANTIVELY ACHIEVED
Compliance with the ISO/IEC 17799:2005 information security standard.	Not Available	2.9 out of 4 (baseline year)

Goals, Objectives, Strategies and Performance Measures

Goal 1: Positive service experiences for customers and clients

Objective 1.1: Increased customer and client satisfaction with: service availability; service usability; and service delivery

Citizens' Services is capitalizing on its service delivery expertise, market research capacity, performance management expertise and strategic partnerships with ministries to lead government's Citizen-Centred Service Delivery Initiative. Offering services that are simple to access, available when customers want them, and delivered in a consistently high quality manner is central to the quality of the customer experience. Services need to be focused on customers — whether they be citizens, businesses, or internal customers from government or the broader public sector — and packaged in a way that makes sense to those who need them. Citizens' Services has also taken a leadership role in helping the rest of government measure their ability to meet the needs of their customers. This enables the transparency and accountability that citizens demand of government.

Strategies

- Work is ongoing to develop a single brand and marketing strategy for government services. This will make it easier for citizens to understand where they can go to access government information and services (service centres in communities, the web, or by phone), the types of services available through each of these channels and the quality of customer service they can expect.
- Under the leadership of Citizens' Services, a major milestone toward service excellence was attained with ministries' endorsement of government-wide service commitments describing the experience citizens can expect when interacting with government agencies. The Ministry

is also leading the development of corporate service standards (with corresponding targets) related to each of the service commitments. This will make B.C. one of the first provinces to have corporate service standards to enable measurement of, and accountability for, the quality of service delivery. Templates and tools have been developed to help ministries implement these standards.

- The Five Great Goals are far-reaching and comprehensive, and Citizens' Services has a role to play in striving to attain each of them. Some achievements in 2006/07 include:
  - — Working with the federal government to provide outreach services to three First Nations on northern Vancouver Island;
  - — Collaborating with the Ministry of Employment and Income Assistance to provide a toll-free number for citizens to call for information about equipment and assistive devices for persons with disabilities;
  - — Interviewing several Aboriginal citizens groups on behalf of the Ministry of Employment and Income Assistance in order to: document the process to access federal services for Aboriginal adults with disabilities; and provide recommendations for service improvements;
  - — Providing first level telephone support to the Integrated Land Management Bureau FrontCounter BC on a pilot basis;
  - — Piloting videoconferencing technology with the Ministry of Children and Family Development that will allow public servants to interact easily in spite of geographical separation and support the green agenda by reducing the need to travel; and
  - — Piloting a seamless office start-up process that co-ordinates the accommodation and real estate, technology, and procurement arms of Shared Services BC for a new government agency.
- B.C. is a culturally diverse province, and the availability of services in a language other than English is a key factor in the usability and accessibility of government for many British Columbians. Recognizing this, Citizens' Services led:
  - — The development of a Multilingual Service Delivery Framework, providing a standardized approach to enhancing multilingual access to government information and services;
  - — The identification of Service BC Centre staff who speak a second language to assist citizens for whom English is a second language obtain the information or service they need;
  - — The availability of information in 150 languages through Service BC Contact Centres;
  - — In collaboration with the Ministry of the Attorney General and the federal government, a project to redesign B.C.'s Immigrant Online website: http://www.ag.gov.bc.ca/immigration/index.htm. The B.C. page on the federal government's Coming to Canada website was also redesigned and is now available in both English and French; and

  - The printing of materials in various languages and in Braille, including the BC Health Guide in Punjabi and Mandarin, and business cards in Braille.

- In November, the Ministry hosted B.C.'s first Citizen-Centred Service: Better Outcomes for Citizens conference. Almost 250 delegates attended this multi-jurisdictional conference to learn and share how governments may work together to improve services for citizens.
- Planning has been initiated to implement a service management training program for service delivery staff and managers across government. Seven regional workshops for Service Delivery Networks have been prepared to explore how recruitment, training and retention influence service excellence in communities. These will be delivered in spring 2007.
- In June 2006, Citizens' Services signed a long-term contract with the private sector to create the foundation to support an improved service delivery environment. The goal is to provide consistent, seamless, integrated and innovative access to government information and services via the web and telephone and to support in-person service delivery channels.
- Citizens' Services understands that an important way to get customer feedback is to ask the right questions.
  - In partnership with other provinces and the federal government, Citizens' Services helped guide the launch of "Taking Care of Business 2", a cross-Canada survey to explore government-to-business service delivery from the perspective of the business community. Results from the survey are expected in spring 2007.
  - Focused survey work was completed with seniors, families with children, Aboriginal people and persons with disabilities. This approach, called citizen segmentation, allows government to cluster related services based on the needs of certain demographic groups, regardless of who delivers the service. Ministries will be able to use this information proactively to understand the needs of the citizens they serve and to make available accurate information to immigrants.
  - A standardized method was implemented by BC STATS for ministries to use when conducting citizen satisfaction surveys. This tool has a common scale and a set of standard questions, yet is flexible enough for ministries to customize additional questions to meet their individual needs.
- Citizens should not have to navigate the inner workings of government to determine whether a particular service is provided by the federal, provincial or municipal government. Citizens' Services is working with other levels of government on several initiatives to increase integration and make government easier to access.
  - An agreement between the federal government and Citizens' Services was signed on July 31, 2006 to provide a framework to improve service delivery in areas of mutual interest.
  - The Ministry completed an implementation plan for a province-wide 211 toll-free telephone service.

— With the addition of Kamloops, Chilliwack and Langley, there are now 17 municipalities where citizens can access their municipal tax certificates online through the Province's BC OnLine Internet delivery site.

Performance Results

Performance Measures	Baseline	2006/07 Target	2006/07 Actual
Rate of Customer (end-user) satisfaction:			
Service BC (public).[1]	96% (2004/05)[2]	> or = 96%	96% ACHIEVED
Shared Services BC (public sector staff) (index).[3]	66%	Improve over baseline (66%)	68% ACHIEVED

Data Source: BC STATS.

[1] This rating is an index comprised of customer satisfaction survey results for Service BC Centres and the Service BC Call Centre. The measure is calculated as a weighted average based on the volume of customers served by each channel.

[2] The baseline was established in 2004/05 based on survey results from January/February 2004.

[3] The baseline and target has been restated based on 2005/06 survey results for three service lines and the July 2006 result for Corporate Accounting Services. Accommodation and Real Estate Services was not included in the calculation of the target and baseline. Accommodation and Real Estate Services will be incorporated into the index in 2007/08.

Discussion of Results

This performance measure demonstrates the rate of customer satisfaction with the availability, usability and delivery of services they receive when they access government programs and services. The measure is based on two customer satisfaction ratings: citizen satisfaction with the Service BC service delivery channels; and public sector staff satisfaction with the delivery of internal services provided by Shared Services BC.

Service BC (public)

This measure demonstrates how satisfied citizens are with the quality of service they receive when they access government programs and services through Service BC service channels. In 2006/07, 96 per cent of customers indicated they were satisfied with the quality of services provided by Service BC. This result met the target for 2006/07. Staff courteousness and fair treatment were identified as the top drivers of satisfaction.

No customer satisfaction surveys were conducted in 2005.

Satisfaction rates for this measure have remained in the mid-90 per cent range since 2002. Future-year targets for this measure are to continue to meet or exceed a 96 per cent satisfaction rating.

Shared Services BC (public sector staff)

This measure demonstrates how satisfied public sector staff are with the availability, usability and delivery of internal shared services provided by Shared Services BC.

The overall average customer satisfaction rating for Shared Services BC for 2006/07 was 68 per cent. This performance result is an overall average of the results of the most recent satisfaction rating for four Shared Services BC business areas: Workplace Technology Services, Human Resource Management Systems, Corporate Accounting Services, and Procurement and Supply Services/Strategic Acquisitions and Intellectual Property Management. Accommodation and Real Estate Services was reintegrated into government in 2006/07 and was not included in the target established for this measure and, therefore, is not included in the indexed result. This business area will be included in the index calculation in 2007/08.

This overall satisfaction result met the target of an improvement over the baseline of 66 per cent.

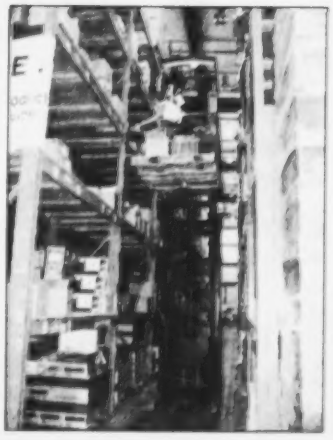
Average Client Satisfaction with Shared Services

The Average Client Satisfaction with Shared Services measure presented in the 2006/07 – 2008/09 Service Plan is still under development. Results from this year were not statistically significant. A discussion about the status of this measure is provided in the 2006/07 Citizens' Services Performance Measures Methodology Report.

Goal 2: Demonstrated leadership in transforming public sector service delivery to add value and be cost-effective

Objective 2.1: Predictable and transparent shared services costs

Internal government services are provided on a cost-recovery basis with a business model that allows ministries to focus on core activities and Shared Services BC to focus on gaining efficiency and improving service delivery. Just as citizens demand demonstrated value for tax dollars, ministries want assurance that the services they purchase internally are delivered efficiently. In order to budget accurately for their programs and services, ministries need to know, in advance, the cost associated with shared services. Cross government groups of decision-makers benefit from being made aware of cost and other trends and can work together to determine how best to manage any upcoming changes in costs, resourcing and service availability across the enterprise.



Objective 2.2: Value for money maximized

Citizens' Services provides ministries with the business expertise to explore and analyze alternative service delivery models and, when the Province enters into innovative partnerships with the private sector, Citizens' Services provides extensive leadership and oversight to ensure that these complex relationships are well-managed and create the best possible value for the taxpayers of British Columbia.

Objective 2.3: Innovations and process improvements to support government-wide co-ordination and efficiency in the delivery of services

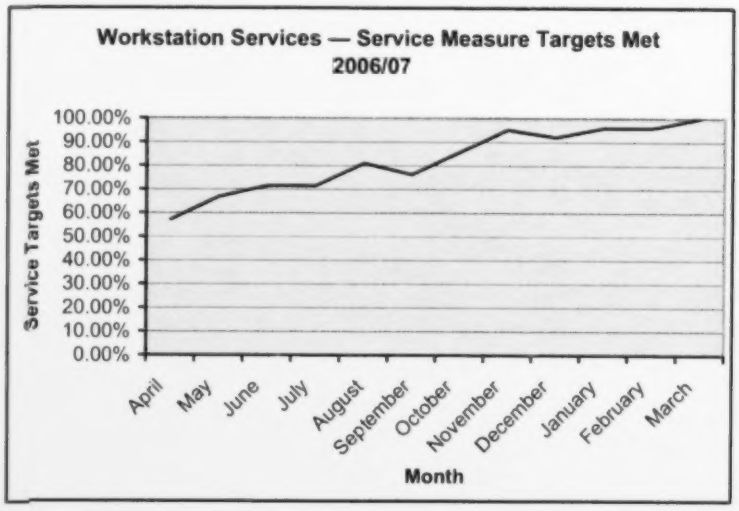
Shared Services BC is recognized amongst Canadian jurisdictions as a leader in the delivery of shared services and, with 30 services in its portfolio, Shared Services BC has the broadest service offering of any public sector shared services organization in Canada. Financial benefits to government are achieved by aggregating demand and integrating government services — across ministries and with other levels of government — to reduce redundancy and duplication while at the same time improving service.

Strategies

- Accountability and transparency to both the public and shared services clients will be significantly increased with the launch of an electronic catalogue for technology purchases in early spring 2007. The focus of this ordering tool is to implement rigorous financial controls

for all technology expenditures, and the end result will be a simpler and more predictable ordering process for customers. The budgeting process was also simplified through the signing of service delivery agreements between ministries and Citizens' Services. These agreements provide a fixed cost for shared corporate infrastructure, and a forecast based on past service consumption baselines.

- In December 2004, Citizens' Services (then the Ministry of Management Services) signed a long-term contract with the private sector to deliver workstations and support services to government. The contract includes 25 service levels and, in 2006/07, all of these were met or exceeded.



- Implementation of Activity-Based Costing[5] at BC Mail Plus and Purchasing Services Branch resulted in significant process improvements and contributed to overall improved customer service by highlighting the importance of ensuring all activities contribute directly to meeting the needs of the customer. Other Shared Services businesses are undergoing similar analysis.
- Ministries have different needs, and part of service excellence is developing cost-effective solutions to meet these needs. For example, a customized approach has been developed to address accommodation needs for the Ministry of Children and Family Development and their community service partners in locations where they share office space. In the case of the Ministry of Children and Family Development, an accommodation solution can improve their ability to maximize the effectiveness of their service delivery model.
- Ensuring that government's large contracts with the private sector are successfully managed and that contract benefits are realized requires a specialized set of skills, and Citizens'

[5] Activity-Based Costing is a management process that: measures and allocates costs to the various activities involved in the delivery of goods or services; documents and analyzes work processes; and identifies opportunities for process improvements (e.g. streamline processes, eliminate overlap and duplication of work, and eliminate non-value added activities).

Services is committed to supporting ministries in building this organizational capacity. Citizens' Services provided strategic leadership in cross ministry issues management; identification and assessment of opportunities to extend the client base to the broader public sector; strategic corporate policy development and implementation; due diligence and negotiation; vendor relationship management, privacy and legal issues; and mediation. Achievements this year include:

— The Executive Institute on Alternative Service Delivery offered a series of courses; session evaluations, including a focus group, revealed that participants were very satisfied and would attend future courses; and

— A deal review process was developed and facilitated in support of a large Ministry contract negotiation. This process brought together executive representatives from across the Ministry as well as subject matter experts (e.g. legal, financial) to review key elements of the proposed contract. This process is being embedded into the business practices of the Ministry and represents a key step toward identifying risks, economic and other impacts, interdependencies and deal opportunities in a systematic, collaborative manner.

- Considerable financial benefits can be achieved simply by aggregating government's spending in a particular area and negotiating better prices based on volume. This year, Shared Services BC signed contracts related to three new commodities and 30 new suppliers for Corporate Supply Arrangements available to ministries and the broader public sector.
- A national deputy ministers' forum, chaired by B.C., was established and met several times to discuss mutual areas of interest regarding service delivery. Under their direction, a national Task Force on Identity Management and Authentication was established to develop a pan-Canadian strategy and action plan.
- The federal government also makes use of B.C.'s shared services infrastructure, to the mutual benefit of the Province, the federal government, and the taxpayers of British Columbia. Examples include agreements for printing services and disposal of surplus assets on behalf of the federal departments located within B.C., Canadian Forces Base Esquimalt and some federal operating agencies such as Canadian Border Services.
- Citizens are increasingly used to working online, and shared services customers, whether they are suppliers

Building Capacity and Driving Value

Most alternative service delivery contracts allow for additional savings or price reductions through the future growth of their contracts. This includes extending their client base or expanding their service offerings to new clients within government and/or the broader public sector. This process allows the Province to realize a gain sharing benefit (typically a lower per-unit cost) when new services or clients are added to the original contract. Benefits for clients, and government as a whole, include avoiding expensive procurement processes and access to highly competitive pricing on negotiated services with world class vendors. Additionally, public sector organizations utilizing these contracts can re-direct savings to invest in programs that support the achievement of the Five Great Goals.

bidding on opportunities, or employees managing contracts and ordering services, have the same expectations in their interactions with government. This year, Citizens' Services undertook several initiatives to further its goals of increased availability of electronic services. For example:

— Upgrades to BC Bid were completed, providing overall improvement in performance of the system; and

— A corporate solution for contract management was approved in spring 2006 and the Ministry of Forests and Range and the Settlement and Multicultural Branch with the Ministry of Attorney General were identified as early adopters. This solution provides value to government by streamlining contract administration, enhancing financial contract management and reporting functions, and reducing risk by aligning with government policy and the financial controls framework.

- A Demand Forecasting initiative was launched during 2006/07, and four successful pilots were completed with Ministry clients. Three emphasized Ministry enterprise-wide service delivery, and the fourth focused on strategic community-level planning. Under this new initiative, Citizens' Services worked with clients to link and align Ministry service plan direction with related office accommodation demand thereby assisting them in anticipating their changing office accommodation needs and helping inform the government's annual planning and budget process. Future versions will focus on the optimization of information technology, human, workplace design, real estate and capital resources.

Performance Results

Performance Measure	2004/05 Baseline	2005/06 Actual	2006/07 Target	2006/07 Actual
Average per minute cost for service delivery (Service BC).[1]	$1.63 per minute[2]	$1.68 per minute	< or = 2% increase over base (restated)	$1.67 NOT ACHIEVED

Data Source: Service BC.

[1] This measure is calculated using the total service delivery workload (based on transaction times and transaction volume) and the salary and overhead costs of Service BC Centres and the Service BC Contact Centre.

[2] The 2006/07 target was restated as a result of a number of organizational and budget structure changes.

Discussion of Results

This operational measure tracks the efficiency of two of Service BC's channels — over-the-counter service provided by Service BC Centres and the toll-free phone service provided by the Service BC Contact Centre. The performance result is influenced by factors such as volumes, operating costs, resource utilization, expansion of service offerings, and service levels.

The target was not met, but rather was two per cent higher than predicted. The result is based on a weighted average per minute cost across the two channels and was impacted by changes to business volumes. The negative variance for this measure in 2006/07 is also the result of additional expenses incurred to build skill and capacity through employee development conferences.

Ministry Response

As the Province has entered into a new agreement with the private sector which changes the method of measuring this component of operational performance, it has not been included in the 2007/08–2009/10 Service Plan.

Performance Measure	2004/05 Baseline	2006/07 Target	2006/07 Actual
IT investment in end-user productivity compared to industry's most effective and efficient IT service delivery organizations.	77% of world class standard	Increase: closer to world class	79% of world class standard ACHIEVED

Data Source: Hackett Information Technology Benchmarking Study 2004/05. Performance is compared against the external IT benchmark conducted by the Hackett Group. The baseline for this measure is the total cost of government's Information Technology infrastructure for fiscal year 2004/05 expressed as a percentage of the world class standard. Hackett defines world class as a ranking in the top 25 per cent in efficiency and effectiveness compared to like or similar organizations in North America. End users are individuals with access to government's internal applications and systems.

Discussion of Results

This measure is a comparative indicator of government's information technology costs per end user over the course of a year, benchmarked against North America's most effective and efficient organizations delivering similar services and volume.

In 2006/07 the IT investment in end-user productivity, in comparison to industry's most effective and efficient IT service delivery organizations, was 79 per cent, two per cent higher than the baseline. The result, in part, reflects an increase in investment applied to an aging IT infrastructure.

The amount of IT infrastructure spending per end user remains lower than the world class standard. The objective of this measure is to strike an appropriate balance between effective service delivery and the fiscal responsibilities of government. The 2006/07 result is consistent with this performance objective.

Performance Measure	2003/04 Baseline	2006/07 Target	2006/07 Actual
Payroll costs per employee paid per year.	$421.001 (2003/04)	18% cost reduction over base	21% cost reduction over base EXCEEDED

Data Source: Hackett Payroll Benchmarking Study 2003/04.

Discussion of Results

This measure tracks the efficiency of government's payroll process. The total cost is made up of the following components: staffing, outsourcing contract, systems and overhead. The measure is calculated by dividing the total cost of these components by the average number of employees paid in a fiscal year.

In 2006/07, the Provincial Human Resource Management System partnership successfully reduced payroll costs by 21 per cent over the base, a three per cent improvement over the initial forecast. The improved results were achieved through a stable client base, a lower-than-expected rate of inflation, and technology upgrades to both the payroll and leave management systems which drove efficiency by automating and streamlining business processes.

Performance Measure	2004/05 Baseline	2005/06 Actual	2006/07 Target	2006/07 Actual
Central procurement operational costs as a percentage of value of total goods and services purchased.	0.72% (3-year rolling average)	0.78% (3-year rolling average)	< or = to 1%	0.75% (12 Quarter rolling average) ACHIEVED

Data Source: Purchasing Services Branch. The industry standard for this measure has changed and performance is now benchmarked against the standard established by the Centre for Advanced Procurement and Supply Research. This change does not impact the baseline and calculation of results.

Discussion of Results

This measure evaluates the efficiency of government's central procurement services by calculating the percentage of total contract value spent on procurement activities.

Common Business Services achieved its target of total operating costs at one per cent or less than the total value of goods and services purchased. A value near one per cent indicates balanced resource efficiency and cost effectiveness in the delivery of procurement services.

In the past, Citizens' Services has reported based on a rolling three-year average. In 2006/07, the frequency of measurement was increased to provide a more accurate result that takes into account the cyclical nature of procurements.

Goal 3: A robust technology infrastructure providing for secure information management and the emerging needs of customers and clients

Objective 3.1: Ensure secure information to build and maintain public confidence

The ability to manage information — securely — in support of integrated service delivery is an on-going priority, and depends on a secure broadband Internet infrastructure, common information technology standards, and integrated technology architecture.

Objective 3.2: Strengthen information and technology infrastructure processes and practices across government

Citizens' Services establishes and ensures compliance with a legislative and policy environment of common data systems and common standards to support system interoperability, appropriate data sharing, and the security of government's information and applications.

Strategies

- Access to a high-speed Internet connection allows British Columbians to receive information and services online, access telehealth services, increase their educational opportunities and participate in an increasingly knowledge-based economy. Citizens' Services remains committed to enabling high-speed Internet access for British Columbians, and to date 357 of the 366 communities identified by the Premier's Technology Council have access to broadband.

- As of March 31, 2007:
  - 116 of the 119 designated remote communities have received upgraded network facilities to enable local and regional Internet service providers to provide high-speed Internet service to local homes, businesses, schools and hospitals;
  - 48 entities — including First Nations, community-based interests and existing Internet service providers — have been awarded contracts to be the service providers for 78 of these 119 designated remote communities. They will offer affordable broadband Internet access to homes and businesses in these communities;

— 20 of the province's extremely remote communities have been connected by satellite; and

— 294 of 366 communities now have last-mile connectivity where broadband is extended into homes and businesses.

- B.C. is committed to leading Canada in partnerships with First Nations, and Citizens' Services works on several fronts to support this goal. In 2006/07, government committed to bridge the digital divide for First Nations and made a significant allocation to achieve this goal over the next two years. It is recognized that federal government and private sector support and participation are necessary for this initiative to move ahead. Also this year, the Ministry:
  - — Negotiated with Health Canada to confirm its participation in the First Nations Connectivity Initiative;
  - — Provided $50,000 to the First Nations Education Steering Committee to create a strategy to develop Internet skills and expertise in communities;
  - — Granted $25,000 to the First Peoples' Heritage, Language and Culture Council in support of FirstVoices, a joint federal-provincial government program that provides web-based tools and services that First Nations are using to archive and teach their languages. The new funds will help 15 community-based language teams document their languages at http://www.FirstVoices.com, bringing the number of publicly accessible First Nations language archives to 25;
  - — Supported the First Nations Technology Council in delivering a Think Tank on Information and Communications Technology Capacity Building to help inform the development of a program that will be delivered in First Nations. This session was attended by First Nations, the provincial and federal governments; and
  - — Continued its efforts to leverage funds from the federal government through the newly formed Cross Ministry First Nations Information Management and Information Technology Co-ordination Task Group, which works to ensure a co-ordinated and planned approach to working with First Nations.

- Information management and information technology are important components of any significant business transformation. This year, Citizens' Services initiated a project to bring together the Ministries of Children and Family Development, and Employment and Income Assistance to procure and implement an integrated case management solution for the ministries. Getting the right information to the right person at the right time is a critical factor for improving outcomes for British Columbia's most vulnerable citizens. This project includes leading the development of a cross ministry vision and implementation plan for appropriate information sharing for front-line staff and policy makers through the use of integrated case management and collaboration tools.

Innovative Partnerships Support Better Health Care

In 2006/07, Citizens' Services provided technology, procurement and business expertise to one of the eHealth Strategy's foundation projects: the Provincial Laboratory Information Solution. A contract is substantially complete that will leverage technology to improve health care by building the infrastructure needed for electronic health records. This helps meet the province's Throne Speech commitment to create a new electronic medical records system. Safeguarding patient privacy and confidentiality is critical to the eHealth Strategy, and all patient information will be protected by privacy measures that are among the strongest in Canada. Access to information will be restricted to only those having both a legal right and clear need to access it. Also in 2006/07, the Office of the Chief Information Officer established the integrated infrastructure program, which will re-use and extend this technology investment to support information sharing for better outcomes across the social sector.

- Citizens' Services also supported the Ministry of Agriculture in a proposal for its avian influenza (H5N1) and food traceability initiatives.
- Simple and secure access to a wide array of government services is contingent on government's ability to establish, with an appropriate degree of certainty, that citizens are who they say they are and are authorized to access the service or information requested. Citizens' Services took action on this front in several areas. The Ministry facilitated the ground-breaking collaboration between 11 global information technology vendors to assist government and the broader public sector in the development of a privacy-protecting identity management architecture that would be supported and used by vendors and broader public sector organizations. Citizens' Services formed the B.C. Public Sector Identity Management Forum with participation from health authorities, universities, WorkSafeBC, the Insurance Corporation of British Columbia, BC Hydro, the Office of the Chief Information Officer, Ministries of Education, Attorney General and Health, as well as key vendors at the centre of the evolution of standards and architectures for identity management. The Chief Information Officer for the Province of British Columbia also co-chairs a pan-Canadian identity management task force.
- In addition to its role in resolving the technology challenges associated with privacy and security, Citizens' Services also manage legislation and policy in the area of the *Freedom of Information and Protection of Privacy Act*, information management (including electronic records), and document disposal and archiving. This year, Citizens' Services presented B.C.'s eighth annual Privacy and Security Conference, an internationally recognized event that

attracts cutting-edge experts in the field as well as approximately 1,000 delegates. Work in support of privacy and access to information also included:

- — Providing on-going policy and procedural support to ministries and other public bodies to assist them in understanding and correctly applying their obligations under the *Freedom of Information and Protection of Privacy Act* and other Ministry legislation;
- — Developing and presenting an information sharing agreement workshop for ministries and other public bodies to build their understanding of the obligations in this complex area;
- — Leading a cross government project to revise government's Privacy Impact Assessment process to enable better compliance evaluation; and
- — Working through Open School BC in the Queen's Printer to develop online certificate-based training on the *Freedom of Information and Protection of Privacy Act*, which will be accessible to ministries and the broader public sector in the coming year.

- In 2006/07, the governance role of the Office of the Chief Information Officer for British Columbia was formalized in government's Core Policy Manual. Under this new mandate, Citizens' Services undertook a formal review process of the information management and information technology projects across government prior to the submission of ministry budgets. As the process is refined, alignment across ministries and better-informed technology investments will be enabled.

- As the ministry responsible for the technology and service delivery infrastructures of government, Citizens' Services has an extensive and complex role in risk management. Work on a Security Enhancement Project continued to develop a Security Education and Awareness Program, Compliance Assessment and Reporting Program, and Information Security Research Framework Program. In collaboration with the Risk Management Branch of the Ministry of Finance, an information security classification method was devised to measure the value of different types of information held by government and the risk associated with this information being compromised.

Performance Results

Performance Measure	2004/05 Baseline	2005/06 Actual	2006/07 Target	2006/07 Actual
Percentage of communities[1] with access to broadband facilities.	84% (308 of 366 communities)	85% (311 of 366 communities)	100% (366 of 366 communities)	97.5% (357 of 366 communities) SUBSTANTIVELY ACHIEVED

Data Source: Network BC.

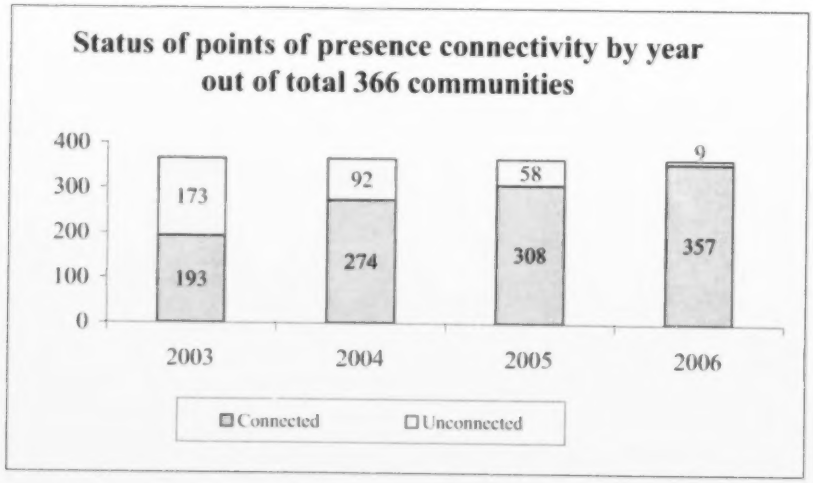
[1] The Premier's Technology Council defines a community as any location in the province with a place name and either a public school, a library, or a health care facility.

Discussion of Results

This performance measure demonstrates the level of success in enabling broadband access to the 366 communities identified by the Premier's Technology Council.

The 2006/07 target of 100 per cent has been substantively achieved. As of March 31, 2007, broadband access has been enabled in 357 of the 366 targeted communities. Of the nine communities that remain unconnected: connectivity was delayed in one community until summer 2007, pending the resolution of unforeseen archeological issues; connectivity will not happen in two communities pending resolution of local issues; connectivity in one remote First Nation will be achieved under the current National Satellite C-band Initiative; and connectivity will be achieved in five other remote First Nations as part of the current First Nations Connectivity Initiative.

This measure has been replaced by a performance measure reporting on the percentage of First Nations with broadband access and is included in the 2007/08–2009/10 Service Plan.



Performance Measure	2006/07 Actual	2007/08 Target	2008/09 Target	2009/10 Target
Compliance with the ISO/IEC 17799:2005 information security standard.*	2.9 out of 4	Improvement over previous year	Improvement over previous year	Improvement over previous year

Data Source: Information Security Branch, Office of the Government Chief Information Officer.

* Referred to in the 2006/07–2008/09 Annual Service Plan as "measure being developed to assess the state of government's information security."

Discussion of Results

The international information security standard ISO/IEC 17799:2005[6] provides guidelines on what security controls should be implemented, based on the practical insights and experiences of major organizations. This new performance measure is derived from a leading independent authority on information security, the Information Security Forum.

The Information Security Forum is a world-wide, member-run association of over 300 leading companies and public sector organizations. Information Security Forum members have influenced the design of the ISO standards and tools to measure against the standards.

The Information Security Forum has developed the high level "Security Health Check" self-assessment tool. This tool has been used to assess the compliance of the government's information security compared to the ISO/IEC 17799:2005 international standard. The tool measures the degree of compliance with 179 security control areas on a scale of zero to four. The results from the 19 ministry security reviews have been compiled to provide the baseline rating for government. The average level of security compliance across government is 2.9 out of 4. This score represents a slightly above average rating for compliance with the security standard. The target for future years is to progressively improve compliance.

Goal 4: A corporate culture that supports a customer-focused, results-oriented, innovative and knowledgeable team

Objective 4.1: The Ministry's leadership and culture provide the foundation for high performance

As leaders in service delivery transformation, Citizens' Services staff must be customer-focused and results-oriented. They must also have the knowledge and skills to develop and implement innovative service delivery solutions.

The demographic challenges confronting employers are widely documented and acknowledged, as is the changing face of today's workforce. To fulfill its commitment to citizen-centred service delivery,

Managing Complex Projects

Citizens' Services has launched a Project Management Centre of Excellence (PMCOE) to support complex projects in government. PMCOE offers three broad categories of services: project support; a pool of project management resources; and a forum for training and knowledge sharing across government. This year, in partnership with the BC Public Service Agency, the PMCOE delivered over two dozen project management training sessions. It is estimated that 725 public servants participated in these sessions and attendees indicated an excess of 90 per cent course satisfaction.

[6] An internationally recognized, comprehensive set of controls made up of best practices in information security.

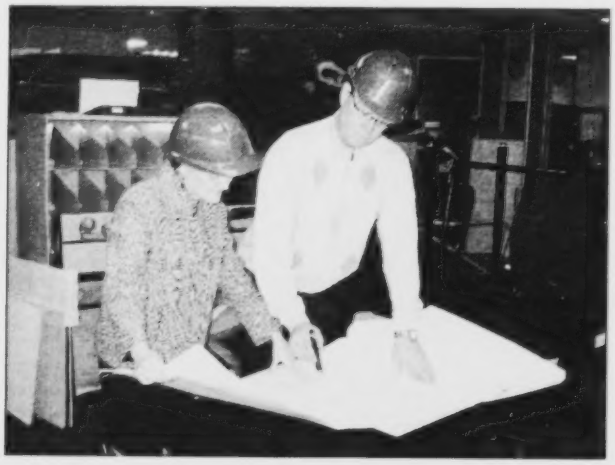
Citizens' Services must address these capacity challenges head on and work directly with staff at all levels of the organization to make government an employer of choice and an exciting place to work and achieve career goals.

Strategies

- Attracting, retaining and developing staff — building organizational capacity — is a multi-faceted challenge. A Human Resources Advisory Council was created from a cross-section of Ministry staff to work to support staff new to government and new to management; institutionalize knowledge management and retention; and increase opportunities for students to enter government for the co-operative education portion of their schooling. NetWorX, a Ministry-wide group focused on "helping new public servants arrive, thrive, and energize tomorrow's B.C. Public Service today!" was established, and conducted a focus group to identify and understand the needs, concerns and expectations of new public servants in B.C.
- In some areas of the Ministry requiring specialized expertise, new recruits received extended training as part of their orientation. Other staff attended targeted professional development courses, or completed professional designations in disciplines including accounting, security, procurement and project management.
- In other areas, it was recognized that existing skills could be harnessed and supported to build organizational capacity. In 2006/07 Citizens' Services established the Cross Government Research Policy and Practice branch to facilitate access to evidence-based information, innovative research tools and local, national and international resources. It provides research and decision-making expertise, outcome and process evaluation support, access to high-security research laboratory facilities, and secure data housing. Formal research agreements were established with several post-secondary institutions and analysis centres in B.C.; and grants were given to four academic research projects, which proactively support ministries' technical demands.
- An important part of retaining staff is keeping them engaged, and this can only be done effectively through knowledge of how they feel about their jobs. This year, groundbreaking work was carried out by BC STATS in the area of measuring and modeling employee engagement in the public service. Through this research, employee engagement is reported as an index score — not a percentage — that is generated from the following three attributes: commitment to the public service; job satisfaction; and organizational satisfaction. Across government, the engagement scores for 2006 varied widely from 51 to 72. Citizens' Services engagement score of 62 points is higher than the average score of 58 for government as a whole. The assessment of employee engagement replaces the employee satisfaction rating included in the 2006/07 – 2008/09 Service Plan. Research done by BC STATS is on the leading edge in Canada and is another example of the creativity and innovation that Citizens' Services staff bring to the job.

- Everyone likes to be acknowledged for a job well done, and Citizens' Services staff demonstrate regularly that they are deserving of recognition. A "Bouquets" mailbox has been set up to pass on thanks from clients, and a "Pass Around Award" was established to recognize excellence in innovation and cross ministry collaboration at the community level. Every month, the Deputy Minister updates staff on Ministry news, which includes celebrating achievements across the Ministry.
- It is critically important to the work of the Ministry that staff feel ownership of, and connection to, the broader organization. In 2006/07:
  - — Over 125 senior managers participated in sessions to determine annual business priorities;
  - — The vast majority of staff completed an employee performance and development plan, whose purpose is twofold. It assists staff to identify how their own areas of focus relate to the business goals of the broader organization, and equally importantly it documents a commitment on the part of their manager to support specific and concrete learning opportunities to help achieve goals; and
  - — Nearly 400 new Citizens' Services staff members attended orientation sessions where senior leaders discussed the business areas of the Ministry. Ministry experts also delivered sessions for a government-wide audience in such areas as governance, procurement and citizen-centred service.
- Technological advances continue to provide opportunities for Citizens' Services to support government's goals. This year, to cite but a few examples, Corporate Accounting Services is converting user manuals to a web-enabled format to provide enhanced search capability, making it easier for customers to find information. Distribution Centre Victoria and the Product Distribution Centre completed an upgrade of their online shopping carts, which also enhanced the search capability of their electronic catalogues. Additionally, the upgrade enabled the public and broader public sector to pay by credit card, with the assurance that their personal information and credit card is securely protected through the B.C. Government's Internet Payment Program.
- Security is also an important area of focus for Citizens' Services. A collection of bulletins, advisories and brochures related to security were distributed to staff to keep them up-to-date on protecting the information resources of government including proper disposal of electronic equipment, and the handling of sensitive personal information. Survey results from a pilot program undertaken with the Ministry of Employment and Income Assistance showed that fully half of all staff who received a "Security Nugget" from Citizens' Services improved their information-handling practices.
- Citizens' Services continues to lend its expertise in change management and communication to transformational initiatives across government. For example, the successful reintegration of the former British Columbia Buildings Corporation into the Ministry was supported by "Government 101" sessions, a website devoted to the transition, and a "Ministry Buddy" system where new employees were paired with an "ambassador" to welcome them and answer their questions about government. In the area of service delivery excellence, senior

management deliver presentations at government-wide forums, brochures are produced for government-wide distribution, and citizen-centred service delivery is now part of the Redefining Management in the Public Sector workshop sponsored by the Office of the Comptroller General.



Report on Resources

As a shared services organization, a large portion of the Ministry of Labour and Citizens' Services operates on a cost-recovery basis. This portion of the Ministry receives a voted appropriation of only $1,000 — driving them to operate in a disciplined, business-like manner. This "1,000 vote structure" means that at the end of the fiscal year, expenditures must not exceed recoveries by more than $1,000. As a result, the voted appropriation of approximately $205.765 M in 2006/07 was less than one-half of the Ministry's gross budgeted expenditures which were $414.872 M. For fiscal year 2006/07 the Ministry had a Full-Time Equivalent staff allocation of 2,169. Due to recruitment lag, the Ministry actually utilized 2013 Full-Time Equivalents in fiscal year 2006/07.

Labour Programs

This sub-vote provides for services promoting harmonious labour and employment relations including oversight of *Employment Standards Act* and the *Labour Relations Code*; the operations of the Labour Relations Board, and for other labour relations initiatives; the administration of the *Employment Standards Act*; the operations of the Workers' Compensation Appeal Tribunal, and for Compensation Advisory Services. Costs associated with the Workers' Compensation Appeal Tribunal and the Compensation Advisory Services are fully recovered from the Accident Fund established pursuant to the *Workers Compensation Act* and for Ministry services provided for in this sub-vote. Recoveries are also received for the costs of client education, investigations, adjudication and mediation services, appeals, Ministry record searches and for Ministry services provided for in this sub-vote.

Labour Programs reported a $1.19 M surplus. The under expenditure was due primarily to recruitment lag in Employment Standards Branch and Industrial Relations.

Service Delivery to Citizens and Businesses

This sub-vote provides for service delivery to the public and co-ordinates cross government service delivery initiatives to improve services to citizens and businesses, including planning and development, over the counter, telephone and online channel services. Activities include information and transaction services provided over the counter through Government Agents branches, a government-wide telephone contact centre, management of common web services for government's enterprise portal and provision of online access to a variety of products and services. This sub-vote also provides for the production of economic, social, business and demographic statistical information along with data dissemination, survey and analytic services for government under the *Statistics Act*. Recoveries are received from ministries, Crown agencies, Boards and Commissions, other public sector organizations, and public and private organizations for products and services provided within this sub-vote.

Service Delivery reported a $0.49 M over expenditure.

Shared Services BC

This sub-vote provides for service delivery and administration of government's internal shared services. Activities include common business services including corporate procurement and supply services, strategic acquisitions and intellectual property, and financial services including the corporate accounting service; common information technology services including client and corporate operations, workstation support, network, hosting, applications and service integration, communications infrastructure, and human resource management systems and payroll services. This sub-vote provides for expenses in relation to the acquisition, administration and disposition of land and provision of services, accommodation and facilities to public agencies. Recoveries are received from ministries, Crown agencies, Boards and Commissions, other public sector organizations, and public and private organizations for products and services provided within this sub-vote.

Surplus funds were identified in other areas of the Ministry, which allowed the program to expend an additional $11.26 M on critical infrastructure maintenance and upgrades for workplace technology that would otherwise not have been possible.

Service Transformation

This sub-vote provides for assistance to clients in developing alternative ways for providing and delivering services such as e-government, critical business and other initiatives; service transformation activities, including developing, and promoting the use of IT infrastructure dedicated to improving service delivery to clients and customers; and governance and opportunity-identification for ministries and other levels of government to collaborate and integrate services. Recoveries are received from ministries, Crown agencies, and external organizations for Network BC activities and IT and management library services.

Due to delayed expenditures in the Community and External Initiatives Branch, reorganization and increased recoveries for Network BC, Service Transformation reported a $12.4 M surplus.

Governance

This sub-vote provides for overall government strategic information and technology planning as well as the development of policies and programs to support government initiatives and corporate activities and programs that support cross government specialized functions including long-term information management and technology planning, information security, records management, privacy protection and information access. Activities include managing legislation, and providing policy and professional advice, resources and services that enhance decision-making. Recoveries are received from ministries, Crown agencies, Boards and Commissions, other public sector organizations, and public and private organizations for IT records, information security, privacy and information access and storage services.

Internal reorganization during the year between Service Transformation and Governance resulted in surpluses recorded against Service Transformation and a deficit of $2.4 M against Governance.

Executive and Support Services

This sub-vote provides for the office of the Minister of Labour and Citizens' Services, and includes salaries, benefits, allowances and operating expenses of the minister and the minister's staff. It also provides for executive direction of the Ministry and administrative support services including legislative and policy support, planning and performance management and internal communications. The sub-vote also provides for the recruitment and recommendation of candidates for appointments to Crown agencies, Boards and Commissions through the Board Resourcing and Development Office. Other administrative services including financial, strategic human resources, facilities management, and information management including freedom of information and protection of privacy, are provided by the Ministry of Finance. Recoveries are received from ministries for services provided within this sub-vote.

Executive and Support Services reported $0.59 M in savings due primarily to salary savings as a result of recruitment lag.

Resource Summary

	Estimated	Other Authorizations[1]	Total Estimated	Actual	Variance[2]
Operating Expenses ($000)					
Labour Programs	15,831	283	16,114	14,920	(1,194)
Service Delivery to Citizens and Businesses	23,066	4169	27,235	27,722	487
Shared Services BC	133,394	725	134,119	145,376	11,257
Service Transformation	9,822	31	9,853	(2,559)	(12,412)
Governance	12,879	148	13,027	15,477	2,450
Executive and Support Services	10,773	76	10,849	10,261	(588)
Sub-total	**205,765**	**5,432**	**211,197**	**211,197**	**—**
Adjustment of Prior Year's Accrual[3]				(1,601)	(1,601)
Total	**205,765**	**5,432**	**211,197**	**209,596**	**(1,601)**
Full-time Equivalents (Direct FTEs)					
Labour Programs	403		403	352	(51)
Service Delivery to Citizens and Businesses	364		364	361	(3)
Shared Services BC	1,233		1,233	1,146	(87)
Service Transformation	23		23	29	6
Governance	95		95	88	(7)
Executive and Support Services	51		51	37	(14)
Total	**2,169**	**—**	**2,169**	**2,013**	**(156)**
Ministry Capital Expenditure (Consolidated Revenue Fund) ($000)					
Labour Programs	3,161		3,161	1,007	(2,154)
Service Delivery to Citizens and Businesses	777		777	3,858	3,081
Shared Services BC	129,349		129,349	110,173	(19,176)
Service Transformation			—	4	4
Governance	1,619		1,619	305	(1,314)
Executive and Support Services	6		6	41	35
Sub-total	**134,912**	**—**	**134,912**	**115,388**	**(19,524)**
Adjustment of Prior Year's Accrual[3]				(9,677)	(9,677)
Total	**134,912**	**—**	**134,912**	**105,711**	**(29,201)**

[1] Contingency Funding.

[2] Variance display convention is consistent with public accounts. Variance is in all cases "Actual" minus "Total Estimated". If the Actual is greater, then the Variance will be displayed as a positive number.

[3] Amount reflects adjustment of prior year's expense accruals which were credited to ministry expense and not available for the ministry to spend.

Ministry Contact Information

Labour

Department	Telephone	Fax	Website
Labour Relations Board	604 660-1300	604 660-1892	http://www.lrb.bc.ca
Employment Standards Tribunal	604 775-3512	604 775-3372	http://www.bcest.bc.ca
Workers' Compensation Appeal Tribunal	604 664-7800 Toll-Free within B.C.: 1 800 663-2782	604 664-7898	http://www.wcat.bc.ca

Employment Standards Branch Locations

Location	Telephone	Fax
Burnaby	604 660-4946	604 660-7047
Dawson Creek	250 784-2390	250 784-2394
Kelowna	250 861-7404	250 861-7428
Nanaimo	250 390-6186	250 390-6195
Nelson	250 354-6550	250 354-6692
Prince George	250 565-6120	250 565-7110
Surrey	604 586-4251	604 586-4249
Terrace	250 638-6525	250 638-6528
Victoria	250 952-0469	250 952-0476

Employers' Advisers Office Locations

Location	Telephone	Toll-Free within BC and Alberta	Fax
Abbotsford	604 870-5492	1 866 870-5492	604 870-5498
Kamloops	250 828-4397	1 866 301-6688	250 828-4563
Kelowna	250 717-2050	1 866 855-7575	250 717-2051
Nanaimo	250 741-5500	1 866 827-2277	250 741-5508
Nelson	250 354-6139	1 877 877-5524	250 354-6138
Prince George	250 565-4285	1 888 608-8882	250 565-4288
Richmond	604 713-0303	1 800 925-2233	604 713-0345
Victoria	250 952-4821	1 800 663-8783	250 952-4822

Workers' Advisers Office Locations

Location	Telephone	Toll-Free	Fax
Abbotsford	604 870-5488	1 888 295-7781	604 870-5494
Campbell River	250 830-6526	1 888 643-0013	250 830-6528
Kamloops	250 371-3860	1 800 663-6695	250 371-3820
Kelowna	250 717-2096	1 866 881-1188	250 717-2010
Nanaimo	250 741-5504	1 800 668-2117	250 741-5516
Nelson	250 354-6933	1 866 354-6933	250 354-6944
Prince George	250 565-4280	1 800 263-6066	250 565-4283
Richmond	604 713-0360	1 800 663-4261	604 713-0311
Victoria	250 952-4821	1 800 663-8783	250 952-4822

Citizens' Services

Department	Telephone	Fax	e-mail	Website
Service BC	In Victoria: 250 387-6121 In Metro Vancouver: 604 660-2421 Elsewhere in B.C.: 1 800 663-7867	NA	NA	http://www.servicebc.gov.bc.ca/
Service BC — BC OnLine	250 953-8250	250 953-8222	bconline@accessbc.com	https://www.bconline.gov.bc.ca/
Service BC — BC STATS	250 387-0327	250 387-0380	BC.Stats@gov.bc.ca	http://www.bcstats.gov.bc.ca/
Service BC — Government Agents	1 800 663-7867	NA	GABwebmaster@gov.bc.ca	http://www.governmentagents.gov.bc.ca/
Shared Services BC	NA	NA	sharedservicesbc@gov.bc.ca	http://www.solutionsbcsharedservices.gov.bc.ca/
Shared Services BC — Strategic Acquisitions and Intellectual Property	250 387-1457	250 356-0846	SATP@gov.bc.ca	http://www.saip.gov.bc.ca/
Shared Services BC — Accommodation and Real Estate Services	250 952-8500	250 952-8295	NA	http://www.bcbc.bc.ca/contact/
Shared Services BC — Procurement and Supply Services	250 387-3309	250 387-0388	NA	http://wwwpss.gov.bc.ca/
Government Chief Information Officer	250 356-6118	250 387-1940	NA	http://www.cio.gov.bc.ca/
Freedom of Information and Privacy	250 356-1851	NA	CPIAADMIN@gov.bc.ca	http://www.lcs.gov.bc.ca/privacyaccess/index_foi.htm

Annual Report Appendices

Please visit our website at: www.labour.gov.bc.ca/pubs/service_plan.htm to view the following appendices:

Glossary of Terms

List of Crowns, Agencies, Boards and Commissions

List of Legislation Administered by the Ministry